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RECNOTES

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Assessing Corps-managed natural resources

by Chester O. Martin, R. Scott Jackson, U.S. Army Engineer Waterways Experiment Station
and Roy Proffitt, U.S. Army Engineer District, Sacramento

Water resource development projects operated by the U.S. Army Corps of Engineers encompass a variety of natural resources. Some of these resources are considered significant at the regional or national level.

Currently, the information available to Corps managers is insufficient for evaluating the overall status of Corps natural resources, the regional or national significance of these resources, and the ability of current programs to satisfy changing trends while continuing to meet Corps mission objectives.

As a result, the Corps' ability to identify resource priorities and anticipate the effect of management actions on these resources is limited (Jackson and Martin 1993; Jackson, Martin, and Kasul 1995; Jackson and others 1995).

To address this need, the Natural Resources Research Program (NRRP) established a work unit to assess the significance and management status of Corps natural



Mid-winter bald eagle survey being conducted at a Corps project

resources and to develop a process whereby Corps personnel can evaluate their resources and establish priorities for funding and management.

The primary team for the work unit includes recreation, wildlife, fisheries, and forestry specialists at

the U.S. Army Engineer Waterways Experiment Station.

Steering Committee

In 1994, the NRRP Field Review Group established a Steering Committee to guide the work unit. District and project personnel

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Assessment of natural resources managed by the Corps of Engineers—work unit objectives:

- ⇒ Examine Corps natural resources from the perspective of significance (regional and national).
- ⇒ Identify natural resource management objectives, strategies, and practices on Corps lands.
- ⇒ Identify management opportunities on Corps projects.
- ⇒ Develop a process whereby Corps personnel can evaluate their resources and establish priorities for funding and management.

named to the Steering Committee are

- Phil Benge, Outdoor Recreation Planner, Walla Walla District
- David Brady, Wildlife Biologist, Savannah District
- Jude Harrington, Supervisory Park Ranger, Raystown Lake, Baltimore District
- Roy Proffitt (Chairman), Area Manager, Southern Operations Area Office, Sacramento District
- Don Weise, Forester, Fort Worth District

Paul Peloquin, Wildlife Biologist, North Pacific Division, serves as the NRRP Field Review Group proponent for the study.

The Steering Committee met at Waterways Experiment Station in August 1994 to review the study plan and to provide recommendations on the scope, emphasis, utility, and potential applications of the work unit. The report of the steering committee is included in the work unit plan of study (Jackson and others 1995). A follow-up meeting of the Steering Committee and WES investigators was held at Lake Sonoma, California, on December 12-13, 1995, to finalize a survey of natural resource management on Corps projects.

The work unit objectives will focus on three tasks to address the needs identified by the Steering Committee: Task 1, identify significant resources; Task 2, identify Corps natural resource management practices; and Task 3, conduct a case study to demonstrate the assessment process for selected resources.

Together, these tasks will address questions such as, What natural resources are available at Corps projects? How are these resources nationally/regionally significant? What are the demands for these resources? and What actions can be taken to improve the availability and quality of significant resources?

The rationale, objectives, and approach for each task are described in the following sections.

Significant resources

To evaluate the condition and significance of natural resources on both regional and national scales, a number of activities are under way.

Existing federal, regional, state, and nonprofit organization studies and programs that determine the significance of (or set priorities for) natural resource programs or activities were identified by the Corps of Engineers' Institute for Water

Resources (Doll and others 1994; Apogee Research, Inc. 1996). This work was conducted as part of the Evaluation of Environmental Investments Research Program, under the work unit "Determining and Describing Environmental Significance."

A comparative analysis of these studies and programs was conducted to develop generalizations about national and regional resource priorities. This information served as the basis for designing a procedure to evaluate the significance of natural resources as they apply to Corps operational projects.

Management practices

Corps projects are actively managed for a variety of natural resources, including plant and animal species and their habitats (aquatic, wetland, and terrestrial).

Decisions on which resources receive highest management priority are often made at the project level, based on the availability and condition of resources and on visitor demand for these resources.

By assessing the overall distribution and emphasis of management activities throughout Corps projects, it is possible to derive a measure of Corps-wide natural resource priorities.

These priorities will be analyzed by documenting the types of natural resources that are actively managed on Corps project lands and determining the overall scope and intensity of management activities associated with these resources.

Other facets of this analysis involve identifying changes in natural resource management planned or anticipated to occur at Corps

projects in the next 10 years and identifying policies and institutional practices perceived as roadblocks to progressive natural resources stewardship.

This task entails surveying a representative sample of Corps projects nationwide. The survey targets personnel who are actively involved in managing natural resources of particular concern at Corps projects. These resources include threatened and endangered (T&E) species, wildlife and fisheries, water resources, forestlands, wetlands, riparian zones, prairies/grasslands, scrub/shrub habitats, and cultural resources.

Other significant issues include the degree of oversight given to out-granted natural resources, institutional constraints and opportunities for natural resources management, cost sharing, use of volunteers, and partnerships.

The limited resources for this task required that a sample survey be conducted, rather than a complete survey of all projects. The sample survey was based on classical statistical sampling methodology. From an initial list of 349 projects, a random list of six to nine projects was drawn from each of 10 strata corresponding to Corps divisions. This yielded a total sample of 66 Corps projects (Figure 1).

The Natural Resources Questionnaire was distributed to the selected projects in February 1996. Staff from 62 of the 66 projects completed and returned the questionnaire, for a 94-percent response rate. Results of the survey, summarized in Table 1, are being analyzed and will be published by the NRRP in fiscal year 1997.

Case study

Task 3 is to conduct a case study to identify the significance of Corps management activities related to a specific resource and to evaluate potential opportunities for management of this resource on Corps projects.

Products developed in previous tasks will be applied at one or more projects to demonstrate the potential role of resource significance in establishing natural resource management priorities on Corps projects.

The demonstration will lead project resource managers through a process of identifying current and potential management actions, the resources affected by those actions, and the benefits anticipated or achieved.

Managers will also have the opportunity to evaluate the significance of the natural resources they manage and to determine if the distribution of management priorities, benefits, and costs is generally consistent with national and regional appraisals of the significance of those resources.

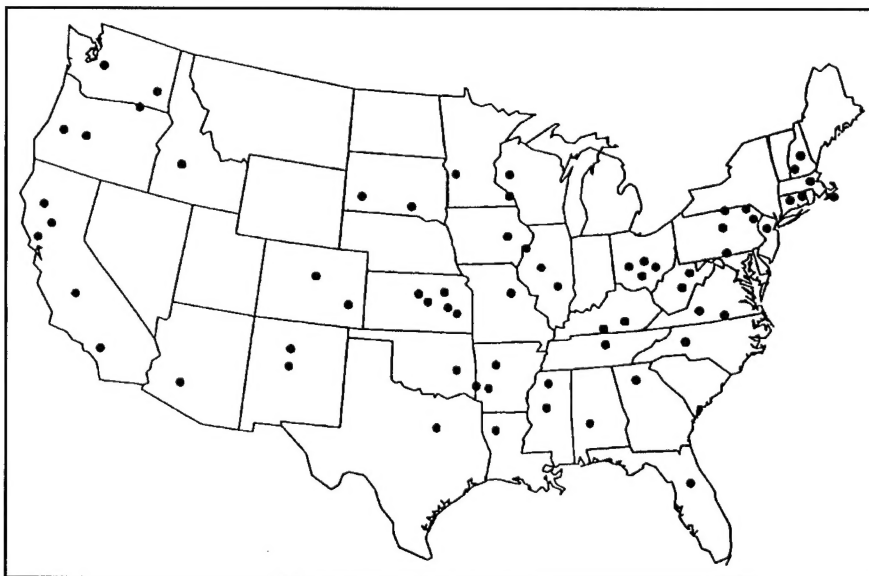


Figure 1. Location of projects in the total sample

Table 1. Summary of Projects by Sample Stratum						
Stratum (Corps Division)	Total No. of Projects	Percentage of Total Projects	Project Acres	Percentage of Total Acres	No. of Projects	Percent in Sample
LMVD	21	6.0	680,497	8.6	6	28.6
MRD	35	10.0	2,086,099	26.3	6	17.1
NAD	18	5.2	90,187	1.1	6	33.3
NCD	16	4.6	262,085	3.3	6	37.5
NED	32	9.2	51,953	0.7	6	18.8
NPD	29	8.3	265,750	3.4	6	20.7
ORD	73	20.9	922,305	11.6	9	12.3
SAD	21	6.0	953,424	12.0	6	28.6
SPD	18	5.2	99,860	1.3	6	33.3
SWD	86	24.6	2,506,944	31.7	9	10.5
Total	349	100.0	7,919,104	100.0	66	

Assessing the significance of the many types of natural resources found on Corps projects requires ready access to a wide range of information. A database is being developed to help Corps managers make decisions on national and regional significance of natural resources.

This database will include some of the more important assessments of resource significance conducted by government agencies and prominent natural resource organizations.

Rapid expansion of the Internet has recently made natural resource information available online. A number of organizations now provide online information that can be used for assessing the significance of natural resources.

For example, several state and federal natural resource management agencies describe their management programs and priorities. Some identify and justify their management emphasis on particular types of resources. In addition, some nongovernmental natural resource organizations contribute detailed information on the availability and importance of different types of natural resources.

The usefulness of online information will be assessed as part of the case study.

Benefits

The technology developed through this work unit will provide managers with the information needed to

- Identify implications of Corps management actions.
- Set management priorities that reflect significance.
- Identify management actions with the greatest payoff.
- Integrate management actions into other Corps functions.
- Identify opportunities to integrate Corps natural resource management actions with those of other public and private natural resource providers.

The information tools developed from this work will help Corps project managers to address policy issues and make proper decisions regarding public use and natural resources stewardship.

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Chester O. Martin is a research wildlife biologist at the U.S. Army Engineer Waterways Experiment Station (WES). He holds bachelor and master of science degrees in Wildlife and Fisheries Sciences from Texas A&M University. His research has focused on management for wildlife restoration, wetlands stewardship, threatened and endangered species, and biodiversity.

R. Scott Jackson, a research biologist at WES, is currently involved in developing procedures for predicting recreation and tourism spending. He earned a bachelor's degree in Conservation/Recreation Planning from Northern Michigan University and a master's degree in Natural Resource Development from Texas A&M University.



Roy Proffitt is Area Manager in the Southern Operations Area Office of the Corps' Sacramento District. He is the Program Manager for natural resources, recreation, and flood reduction. He has a Bachelor of Science degree in Social Studies Secondary Education from the University of South Carolina.

Peer review process highlights innovations at Corps projects

by Mr. Thomas E. Peek, Resource Manager, Center Hill Lake, Nashville District

[Editor's note: The author compiled this information during a professional development assignment in the Natural Resources Management Branch at Headquarters, USACE.]

The first "Peer Review" evaluations of Corps operational functions were conducted in fiscal year 1995 (FY 95). The basic organizational unit evaluated was the Corps district, although representative visits to field locations were also included.

Long-range plans call for evaluation of the Operations, Construction and Readiness (OCR) programs in all Corps districts within a 5-year period. Approximately 20 percent of the Corps districts will be reviewed each fiscal year in each program function—Natural Resources Management, Flood Control, Hydropower, and Dredging and Navigation.

The FY 95 Peer Review evaluations were accomplished successfully. The Peer Review teams noted some issues that required resolution. These were referred to the lowest possible organizational level for consideration.

Many innovative management techniques and valuable ideas for improving the quality or reducing the cost of OCR programs were identified. These were documented for Corps-wide dissemination and are summarized below.

For more information on any of the ideas, call the district points of

contact listed. "Plagiarism" is highly encouraged!

Natural resources

Kansas City District
POC: Charles E. Wells
(816) 426-5758

The district has expanded the use of **composting toilets**. Significant cost savings can be realized with this method when locating the units in low-use recreation areas.

The district has developed a comprehensive **law enforcement agreement** negotiating format that reduces time and effort.

An **archeologist position** was established in Operations Division. This progressive action has enabled operating projects to act quickly on many opportunities.

The district has produced a **consolidated permit/license** for use in shoreline management. It has been estimated that use of this procedure at one project alone would reduce the number of individual agreements with adjacent landowners by 83.

At Smithville, a **deer hunt designed for persons with disabilities** provided an excellent opportunity to support the physically/mentally challenged and to showcase the project's natural resources.

Pittsburgh District
POC: Charles Dachtler
(412) 644-4189

Lake carrying-capacity studies were conducted at Youghiogheny Lake. These studies resulted in managing the number of private boat docks and boat-storage facilities on the lake. Also, informed decisions can be made regarding boat-launching capacity as part of planned improvements in other parts of the district.

Osprey nesting platforms have been installed at many lakes in the district. The nesting platforms and posts were "speared" into position by dropping them from a helicopter. This unique installation technique is quite effective and greatly reduces disruption to the environment.

The district developed an **operations and maintenance policy manual**. The document provides a "one-stop" reference to ensure consistent application of policy among other district elements.

A **lake fertilization program** was initiated at East Branch Lake to restore lake water quality. An 800 percent increase in the fishery was achieved.

The district introduced a **rent-a-tent program** to offer a family-oriented camping experience to those who normally would not have this opportunity.

Savannah District
POC: Frank Huff
(912) 652-5053

The Savannah District is a leader in administering **Cost Plus Award Fee Contracts**. Managers have been quite impressed with the usefulness of these contracts.

"One-stop shopping" for shoreline permits is a true success. Lakeshore residents can obtain permits for moorage facilities, mowing, electrical lines, water lines, and miscellaneous activities, regardless of whether they are issued under the Shoreline Management (mooring and mowing) or Real Estate Authorities (electrical and water lines).

The ERGO Program touches on all aspects of environmental review. Training is exportable and is provided to all those affected.

In the area of **hazardous and toxic waste**, the district has in-place a contract for cleanup of spills. This contract reduces the response time and ensures a professional job.

The district's **Threatened and Endangered Species Manual** is an excellent tool for informing employees and the public of the sensitivity of project operations, while allowing an opportunity for appreciation of various sensitive species. The manual is well written and includes color photographs.

Hartwell Lake's **Adopt-A-Park Program** is an inexpensive but effective way to provide surveillance for parks and to alert Park Rangers to potential problems.

Wilmington District
POC: Dick Higgins
(910) 251-4497

Partnering with public and private entities has been very suc-

cessful. Construction of waterfowl subimpoundments, barrier-free fishing docks, fish shelters, and spawning beds has been accomplished as a result of skillful partnerships.

The **Shoreline Management Plan** for John H. Kerr Reservoir is a proactive plan to achieve a totally forested shoreline by the year 2030. This plan will improve all aspects of the environment.

Flood control

Baltimore District
POC: John O'Hagen
(410) 962-4646

To acquire equipment, Baltimore District projects have effectively used the **lease with-option-to-buy program**.

To stop leakage, project personnel have found a **water-reactive polyurethane grout** (Mountain Grout) to be very effective. Another product (Speed Crete Blue Line) has been useful for cavitation and concrete repair.

Physically challenged volunteers assist the projects in performing a number of routine tasks. Project personnel can now devote more time to flood control duties.

Several projects have made use of an **automated piezometer reading system** to reduce manpower requirements and improve timeliness of response in emergencies.

New Orleans District
POC: John Flanagan
(504) 862-1682

The Operations Division is in the process of converting the microwave communications system to **FTS 2000**. This system has proven effective at other projects.

The Operations Division is using the **Dyna Star maintenance system** to plan, schedule, and track maintenance activities.

To remove **red lead paint** (traditionally an expensive process) the district is using a process that consists of water blasting and repainting with epoxy-based paint.

Philadelphia District
POC: Bob Johnson
(215) 656-6721

The district conducts **dam safety exercises** that provide opportunities for field and reservoir management personnel to identify shortages of equipment and potential problems.

To improve communications on **dam safety issues**, the project managers are formal members of the district's Dam Safety Committee.

The project uses an innovative means of relaying **hand-held radio communications** from deep within the structure to link to a normal antenna.

Seattle District
POC: Brian Applebury
(206) 764-3431

Partnering agreements between Engineering and Operations Divisions for technical assistance have been a time-saving method for the district.

The **Department of Health and Human Services** conducts training in spill containment, respirators, confined space, etc. This is an economical means of training employees. The Department of Navy instructors have provided crane training and crane operator certification.

Modification of the gantry crane at Albeni Falls allows for operation of the swing crane and

gantry by one employee, instead of three. Also, the bearings on the gantry crane truck pivots were replaced, and grease fittings were added to allow for lubrication of the bearings.

The use of **dry ice pellets**, rather than using sandblasting at Libby Dam, has reduced cleanup time and expense in environmentally sensitive areas.

Vicksburg District
POC: James Harrison
(601) 631-5313

The **Flood Emergency Handbook for Local Officials** was prepared by the Readiness Branch.

The district uses **Sector Commanders** (from the Vicksburg District or other Corps districts) to patrol the levee system during floodfights. This is an excellent way to execute the flood mission, train employees, and provide a public service.

The district is working toward **standardization of terms and other criteria used during floodfights**. This will improve communications about observed field conditions and other flood-related information at all levels, and will enhance the Corps' ability to mobilize support from other districts.

The district has successfully used **lime treatment in repairing levee slides**. This process makes it possible to reuse the slide material, by improving the soil strength.

To **staff a 24-hour pumping operation** at Lake Chicot pumping plant and comply with current personnel reductions, Monroe Field Office personnel are used.

Walla Walla District
POC: Jack Allison
(509) 527-7111

The district has taken a **proactive public relations** stance. Actions include the use of news media, information recordings, public meetings, and school programs to generate public understanding and support for Corps activities. As another means of public relations, Dworshak Dam and Reservoir has a toll-free public information telephone number, and visitors can obtain information on their car radios.

Operations personnel at the Lucky Peak Project **extend the life of steel cable** using an effective and low-cost method—the Kirkpatrick wire rope lubrication systems.

To **eliminate corrosion on tainter gates** due to cathodic reaction, operations personnel bolt a strip of Formica at the places where the steel operating cables lie on the gate. This technique is effective and economical.

For use during periods of severe drawdowns, the district has designed **floating restrooms and sewage pumpout facilities**.

Hydropower

Nashville District
POC: David Mistakovich
(615) 736-5868

A **portable equipment kit** has greatly reduced the amount of outage time for generators. The kit is stocked with all supplies necessary to perform emergency repairs on a failed generator winding.

The district **training program** uses college-level educators to produce "highly qualified" craftspeople. The program improves

opportunities for both upward mobility and hiring of qualified people from the outside.

The district has chosen to make use of **utility water systems** where feasible. In-house potable and wastewater treatment plants will be deactivated or removed.

To **reduce the wear and tear on generating units**, the district negotiated a Memorandum of Understanding with the Power Marketing Agency and the Tennessee Valley Authority in 1994. The agreement states that "when the capacity requirement does not exceed the available nameplate capacity of the plant, the individual units will be operated within their nameplate rating capacities." The agreement also specifies the conditions under which the nameplate rating may be exceeded and by how much.

Seattle District
POC: Craig Chapman
(202) 761-0246

To **reduce the high number of back injuries** experienced at the Chief Joseph Power Plant, the project staff contracted with an ergonomics engineering firm to videotape and analyze employees' actions while renovating a generating unit. The ergonomics experts provided valuable recommendations on proper physical positioning and techniques.

Information on the Chief Joseph project is provided to visitors in the immediate area via an **electronic message broadcast** on a local radio frequency. Historical, statistical, and recreational data are included.

At the Albeni project, a **permanent load bank** has been installed in conjunction with the emergency diesel generator. The load bank

allows a consistent load to be placed on the generator for routine exercising, maintenance, and calibration.

Dredging and navigation

Baltimore District
POC: Charles Franklin
(410) 962-3663

The use of **dredged material-filled geotubes** proved useful in confining dredged material and combating shoreline erosion by pumping the material behind the tubes.

To **create or restore freshwater marsh**, the district uses dredged material contained, shaped, and contoured with impact water tubes and hay bales.

Los Angeles District
POC: Charles Dwyer
(213) 894-5620

Indefinite delivery order aerial photography service, available in 5 days or less, is used to obtain up-to-date aerial photography for each project in the district.

Independent consultants are frequently employed to assess envi-

ronmental restrictions and to conduct mitigation studies. The study results obtained under this arrangement are considered more credible to all parties involved.

Extensive use has been made of **breakwaters and nearshore berms** to dissipate wave energy and minimize beach erosion.

The district has experimented with a number of innovative solutions, including **geotextile bags** to retain contaminated materials under capping layers of noncontaminated harbor sediments. **Sand bypassing** has also been pioneered, and many valuable lessons learned can be transferred to other Corps districts for consideration.

New England Division
POC: Tom Fredette
(617) 647-8291

The division uses a **Disposal Area Monitoring System** to manage and monitor open-water disposal sites to ensure proper placement of dredged material.

The division's **hydrographic survey capability** is well developed and lends capable support to the dredging program and to perfor-

ming condition surveys. Use of trailable equipment allows the division to respond quickly and address navigation concerns.

Wilmington District
POC: Glenn Boone
(910) 251-4840

Cross training of hydrophonic surveyors stationed at field locations improves their understanding of the various data collection requirements. On a routine basis, the surveyors are assigned to the district office to assist in data processing.

The district schedules **annual coordination meetings with environmental resource agencies** to streamline the environmental coordination process.

To **allow anadromous fish to migrate past the dam**, lockmasters frequently implement a skillful procedure. The upstream valves are opened slightly, and the downstream gate is opened. After several hours the downstream gate is closed and the upstream gate is opened, allowing the fish to continue upstream.

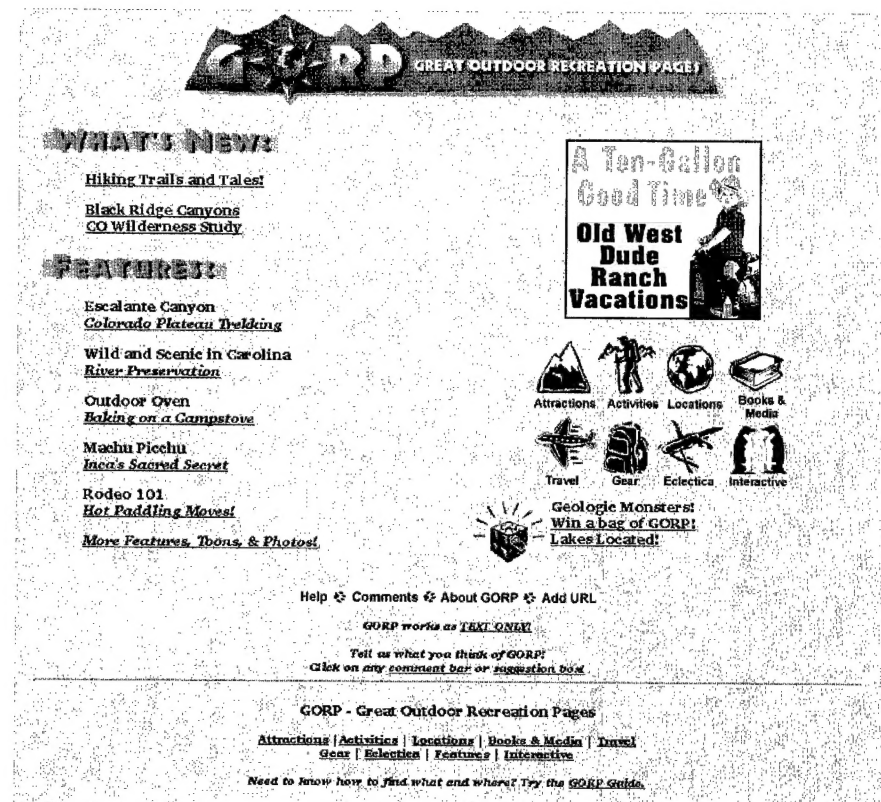
Corps recreation areas on the World Wide Web

by Brad Keshlear, Recreation
Program Manager, South Atlantic
Division

In August 1995, while "surfing the Web" for outdoor recreation-related sites, I discovered a site called "GORP" (Great Outdoors Recreation Pages). GORP's focus is active travel, outdoor recreation, and nature. It is designed for people who like to be active participants, learn new skills, focus on the natural world, and get off the beaten path. The information on GORP's homepage is designed to be the premier site on the Internet for Web surfers interested in outdoor pursuits (hiking, biking, fishing, paddlesports, climbing, wildlife viewing, etc.) and active/adventure travel.

At that time, GORP was in its infancy and was soliciting suggestions about outdoor recreation sites and activities that should be included on their homepage. I responded by suggesting they include information about the Corps of Engineers' recreation program and provided some "gee-whiz" facts and figures about the immensity of the Corps program, in hopes of attracting their attention.

About a month later, Diane Greer of Greer Consulting Services, Inc., contacted me and indicated they were interested in obtaining information and data about Corps recreation areas and facilities. Greer Consulting Services, Inc., is the company that services the GORP homepage. After discussions with Diane Greer, I found that they would be willing to do the work at no charge. Their motivation for adding Corps sites is



The GORP homepage can be found at <http://www.gorp.com/> (permission to reproduce this copyrighted material was obtained from Greer Consulting Services, Inc.)

to make the site a valuable place for the public to obtain information about outdoor recreation opportunities. They operate much like a magazine, with a combination of information (articles) and commercial information (advertisements).

For the next month or so, I worked with Diane by downloading various database files from the Natural Resources Management System. From these data, they were able to capture the necessary information about Corps lakes, recreation areas, and facilities. I also provided copies of the Corps' regional brochures, which provided additional narrative information about Corps lakes.

After several months of data "tweaking," we were able to come up with some consistent information about Corps lakes nationwide. The results are what you can now find at the GORP homepage at <http://www.gorp.com/>.

GORP's Web site receives over 8,000 visitors per day, and this number is growing weekly. Through a little effort and follow-up, we were able to get information about the Corps Recreation program onto the WWW at no cost to the agency. We are continuing to work with Greer Consulting Services, Inc., on the possibility of incorporating clickable maps into the site.

Awards!

Project of the Year

Congratulations to the staff of Clarence Cannon Dam and Mark Twain Lake on earning the 1996 Chief of Engineers' "Project of the Year Award." The award is presented to a project for exceptional achievements in natural resources management, efficiency in the use of financial and personnel resources, success in inter-agency programs, initiative in public involvement, and effectiveness in visitor safety.

Natural Resources Employee of the Year

Chief Ranger John C. Cave of Blue Marsh Lake, Philadelphia District, earned the 1996 "Natural Resources Employee of the Year Award." Mr. Cave won this award based on his innovative performance and specific accomplishments in natural resources, recreation, and land management. Ranger Cave has been especially effective

in implementing a successful volunteer program to assist in promoting, protecting, and enhancing the resources at Blue Marsh Lake. Congratulations to Mr. Cave on this accomplishment.

Interpreter of the Year

Ms. Viola M. Bramel was awarded the 1996 Hiram M. Chittenden Award for Interpretive Excellence (Interpreter of the Year) by Major General Pat Stevens, Acting Commander, at the 221st annual awards ceremony, held in Washington, DC, on June 21, 1996. Ms. Bramel was the second recipient of this prestigious annual award, since its introduction in 1995. The award is presented to an individual who has shown exemplary performance in increasing public understanding of the U.S. Army Corps of Engineers, promoting positive attitudes, and encouraging voluntary stewardship of natural, cultural, and created resources.

Ms. Bramel, a park ranger at West Hill Dam in Uxbridge, Massachusetts

(New England Division), was selected from a field of accomplished nominees, all of whom have made exceptional contributions in the field of interpretation. Her many and varied achievements are enhanced by her enthusiasm, commitment, and ability to motivate people of all ages to care about the world in which they live. As stated in the award nomination, "Each and every one of the people she has reached probably remembers her and can recall at least a few concepts or facts they have learned from her."

Hiram M. Chittenden, for whom the award is named, was an officer of the Corps, historian, and champion of the national parks and our nation's natural resources. Although the Chief of Operations, Construction and Readiness Division administers the Hiram M. Chittenden award, it is unique in that it recognizes outstanding efforts in interpretation by **any** Corps employee at the District office or field level.

Gee honored by American Recreation Coalition

Sherman Gee of the Corps' Ohio River Division was honored for his vision and commitment to natural resource management during the eighth annual Great Outdoors Award Celebration in Washington, DC.

Gee and five other federal land managers were singled out by their respective agencies on behalf of the American Recreation Coalition (ARC), which sponsored the awards.

As Program Manager for Natural Resource Management, Gee provides direct guidance and staff oversight to the four Ohio River districts, but his dedication and innovative ideas have

influenced Corps recreation programs across the nation.

Customer safety and enjoyment of the recreation opportunities provided at ORD's 81 lake projects have been significantly enhanced during his two decades of leadership.

The Great Outdoors Award Celebration is the centerpiece of ARC's Great Outdoors Week—five days of special events designed to increase awareness and understanding of recreation issues in the nation's capital.

Since 1991, ARC has also used the occasion to recognize the outstanding efforts of individuals from each of the



Sherman Gee

federal land management agencies (Bureau of Land Management, Bureau of Reclamation, National Park Service, U.S. Fish and Wildlife Service, USDA Forest Service, and U.S. Army Corps of Engineers).

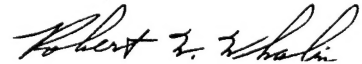
NRRP

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This bulletin is published in accordance with AR 25-30. It has been prepared and distributed as one of the information dissemination functions of the Environmental Laboratory of the Waterways Experiment Station. It is primarily intended to be a forum whereby information pertaining to and resulting from the Corps of Engineers' nationwide Natural Resources Research Program can be rapidly and widely disseminated to Headquarters, and Division, District, and project offices as well as to other Federal agencies concerned with outdoor recreation. Local reproduction is authorized to satisfy additional requirements. Contributions of notes, news, reviews, or any other types of information are solicited from all sources and will be considered for publication so long as they are relevant to the theme of the Natural Resources Research Program, i.e., to improve the effectiveness and efficiency of the Corps in managing the natural resources while providing recreation opportunities at its water resources development projects. This bulletin will be issued on an irregular basis as dictated by the quantity and importance of information to be disseminated. The contents of this bulletin are not to be used for advertising, publication, or promotional purposes. Citation of trade names does not constitute an official endorsement or approval of the use of such commercial products. Communications are welcomed and should be addressed to the Environmental Laboratory, ATTN: R. K. Tillman, U.S. Army Engineer Waterways Experiment Station (CEWES-EV), 3909 Halls Ferry Road, Vicksburg, MS 39180-6199, or call AC (601) 634-4201.



ROBERT W. WHALIN, PhD, PE
Director



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HQUSACE

Natural Resources

Management Perspective

Visitor and Ranger Safety Decisions, Decisions...

This is important stuff! Anything that influences the safety of our visitors or our own people (the "on-the-ground" Rangers) is important. I'm using this *RecNotes* article to alert everyone in the Natural Resources Management family of the first round of decisions coming from the Corps-wide Visitor and Ranger Safety Review.

Why this route? Because time after time, when I'm talking to a group of Corps field people and ask who's seen some significant policy guidance, the normal response is that only a small portion of the group has seen it. If you are reading this from a Division/District/Operations Project Manager's desk, help me out by making sure that key policy guidance doesn't stop at your desk. The effectiveness of policy guidance is dependent upon good communications **throughout** the organization. And, as you'll see later in this article, policy implementation has been identified as our "Achilles' heel" in Visitor and Ranger Safety.

Our first effort to communicate these policy decisions was to produce and distribute a videotape of Major General Stanley Genega, Director of Civil Works, announcing his decisions on 26 issues identified by the Review Task Force. If you haven't seen the tape, ask for it. It has been shown to the Operations leadership, and is intended for all levels.

The Director has responded to the Visitor and Ranger Safety report with a number of key decisions. Space limitations will keep me from relating all the decisions. What I want to do here is give a broad overview of the tone of these decisions and let you know where to find the documentation.

Broad policy

An early policy issue identified by the Review Task Force was the confirmation of the Corps' recreation

mission. The Director reviewed and confirmed the current Natural Resources Management program mission statement that was approved by the Office of the Assistant Secretary of the Army (Civil Works).

A second broad policy issue was the role of a Corps ranger. A range of alternatives were identified and analyzed with the following criteria: enhanced visitor safety, enhanced ranger safety, image, enhanced visitor assistance, and protection of natural resources. After intensive analysis by the steering committee (Darrell Lewis, Dave Wahus, and representatives of the offices of Safety and Physical Security and Law Enforcement), the recommendation to the Director was that Corps Rangers would continue with the role of enforcement of Title 36 wearing the current uniform. Available use of force options includes visual presence, verbal persuasion/detention, and unarmed self-defense with full citation authority. No arrest authority. No firearms. The Director's decision confirmed that recommendation.

Task Force recommendations

The Task Force identified 54 specific issues with recommendations for improving visitor and/or ranger safety. The most disturbing observation was that 59 percent of these issues can be corrected by implementation of current Corps policy. As an agency, we had failed to ensure compliance with existing policy. An additional 34 percent of the recommendations can be accomplished by a policy change within existing Corps authorities.

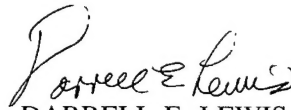
The Director's decisions

The Director has made policy decisions on 26 of the recommendations of the Task Force. Recreation Policy Letter 96-01 was signed by the Director on May 10, 1996. This document spells out the specific policies. If you haven't seen that letter (or the video mentioned earlier), seek it out! The policy letter is our formal implementation of decisions made in response to the

Task Force recommendations. These revised policies will be contained in revised regulations that are scheduled for release this fall.

The Director also created six additional Task Forces to provide further analysis of the following issues: training, body armor, chemical aerosol spray, incident reporting, vehicle color and marking, and Title 36. Decisions on the recommendations of the additional six

Task Forces will be made this fall, with policy guidance to be issued soon thereafter.

A handwritten signature in dark ink, appearing to read "Darrell E. Lewis". The signature is fluid and cursive, with a large initial "D" and "L".

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